

Organization Structures

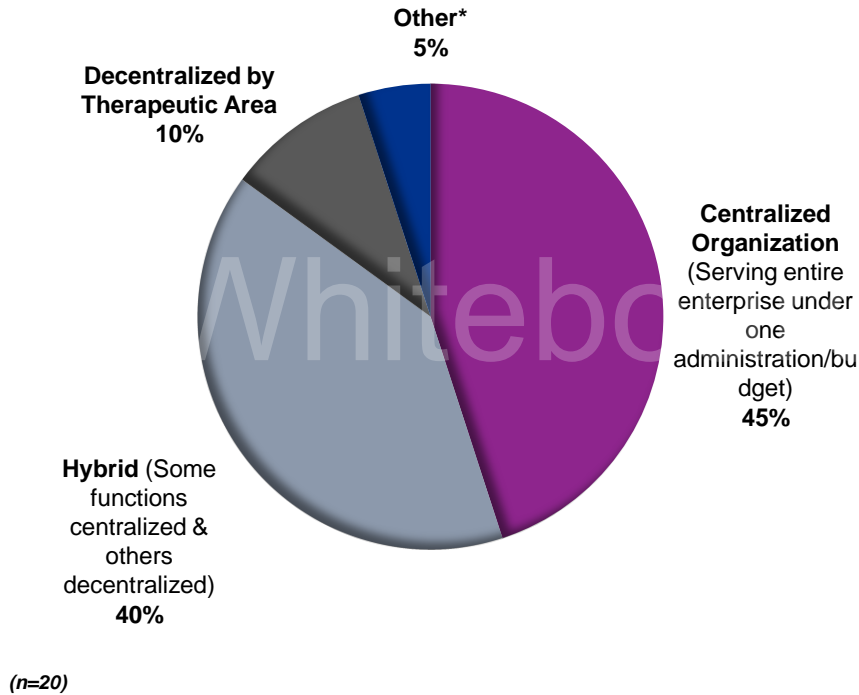
Medical Affairs Industry

XXXX XXXX

Internal Use Only

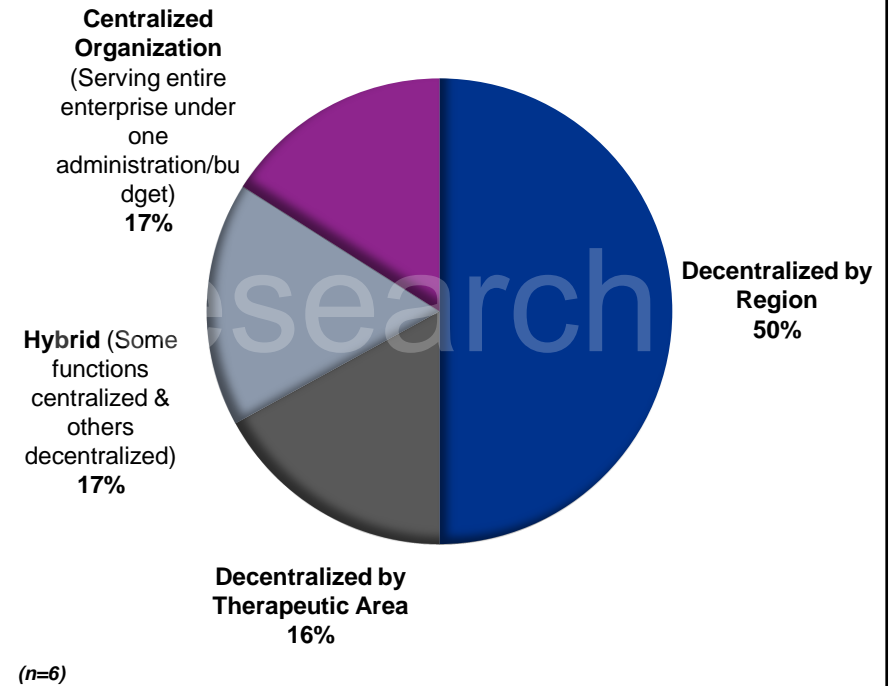
Major Players – Organizational Structures

Mature Market Segments



*Other: In process of creating Medical Affairs organization.

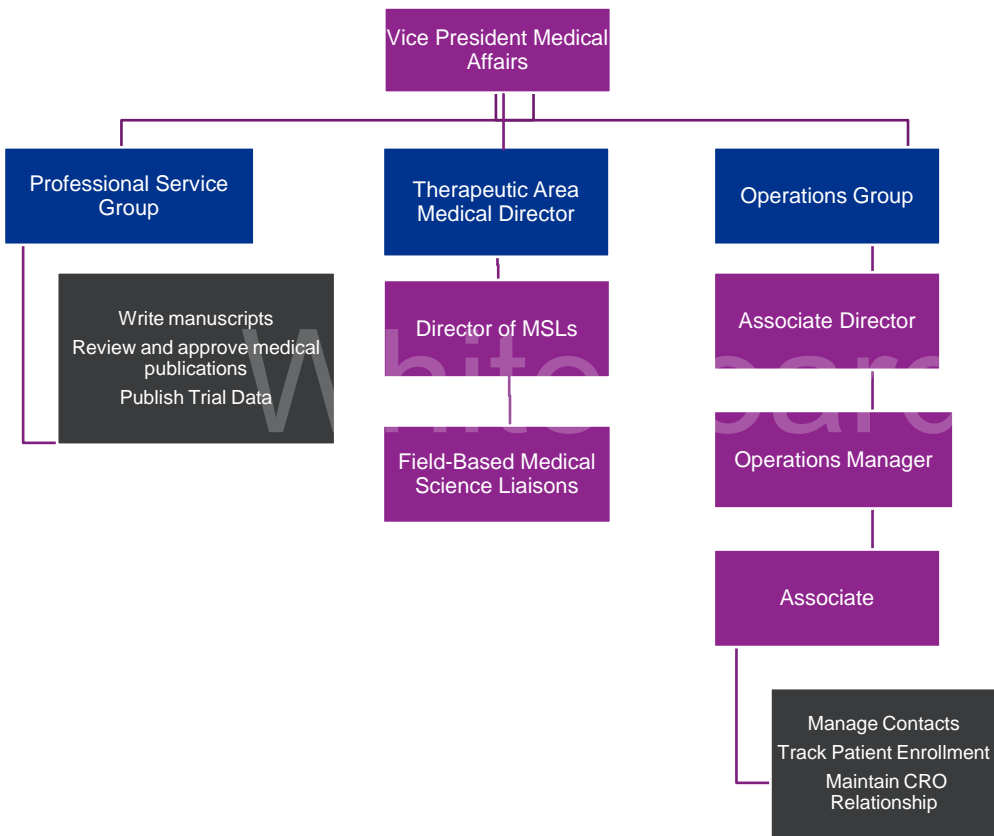
Emerging Markets Segment



Types of Organization Structures

In **Mature Market Segment**, the centralized organization structure (serving entire enterprise under one administration/ budget) has seen a **marginal decline** from 43% from 2009 to 42% in 2012. Further, a slight trend towards greater decentralization of certain medical affairs functions was observed, mainly due to varying regulatory hurdles encountered within different regions or therapeutic areas. **Hybrid medical affairs organizational structure** is also becoming gaining popularity with increase from 29% in 2009 to 36% in 2012.

Centralized Medical Affairs Organization Structure



Decentralized Medical Affairs Organization Structure

